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MEMORANDUM FOR: Colonel White

SUBJECT : Attached Proposal for Establishment of the
Career Staff, Office of Personnel.

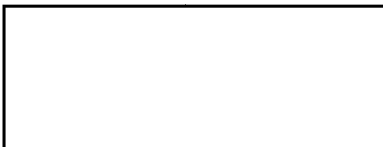
1. In view of the initial magnitude of the problem of the proposed Career Service Staff, I cannot quarrel with the size of the force Harry Reynolds hopes to set up to meet it. In fact, it might even develop that the Staff would need additional help, particularly clerical, on a TDY basis from those components, particularly DD/P, who will give the Staff the most business until a smoothly functioning mechanism comes into being. Handling the admission of departmental employees into the Career Service will not present the problem of priorities that DD/P will have, especially as it concerns the need of having the Panel of Examiners review and pass on a case before so-and-so leaves Washington for an overseas assignment.

2. However, aside from considerations of grade, which I will comment on separately, I think it might be wise to have a clear understanding with AD/P regarding continuing close scrutiny of the workload of the Career Service Staff, at periodic six month intervals, to see if the staff can be reduced in conformity with what experience shows the problem to be. I am not so sure that the problem of "analysis of personnel files" will occupy so great a portion of the Staff's time as Mr. Reynolds' presentation might lead you to believe. After all, the Office of Personnel has been laying great store by its present drive to improve the content and condition of the personnel files, and if Personnel Records Division realizes some of its hopes, "analysis of personnel files" should eventually become a largely mechanical task, capable of being discharged at a fairly low level. Once a staff has been cast into being, I have the feeling that it tends to remain in being almost regardless of the original reason for its establishment. I have even seen staffs and divisions groping wildly about for additional chores when it looked as though their original mission had petered out.

3. Of course, the Office of Personnel has the right to propose its own grade structure on a venture like this, but an initial look at the grade structure leaves me with the feeling that no one on the Staff will be slighted when pay day comes around. Personally, I am not so certain that the Chief's job would have been established at GS-15 had it not been for the presence of [] already at that grade. It may be justifiable, however, if you take into consideration the fact (and I am not sure how this is to go) that Mr. [] may also continue to serve as Executive Secretary of the CIA Career Council, and/or as Executive Director of the Agency Selection Board, neither of which will be full-time jobs, but both of which will require more than a casual interest on his part. It looks to me as

though the GS-14 position is to be established with the tacit understanding that its occupant will be responsible for most of the work assignment and the staff direction, with the Chief signing the papers and being available for consultation on knotty problems.

4. I think that admission into the Career Service can be as simple or as complicated as the Career Service Staff elects to make it. Once the system (and I hope it is a fairly simple one) is established, I see no reason to assume that this Staff could not be cut in half. Should you decide to approve this proposal, it would seem to be advisable to see if any support could be given a Staff smaller than the 9 people proposed, in the fashion I alluded to in my first paragraph. I would be willing to wager that possibly as many as 6 of these 9 people will turn out to be people whose backgrounds are largely clerical - former secretaries who have grown out of the more or less standard secretarial salary range. While this cannot itself be criticized, for it is a form of reasonable career progression, I think it may set the tone for the nature of most of what the Staff will be doing; i.e., clerical tasks at various levels of complexity.



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